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## Job satisfaction of IT employees in Latvia: expectations and reality

**Abstract**

The research is dedicated to the study of factors, influencing job satisfaction of IT professionals in Latvia. The ICT market in Latvia is developing fast; 99.8% of organizations are computerized. Therefore, the task of retention of IT professionals and their job satisfaction is considered to be a complicated management task.

The results of the research done in 2019 with regard to 1,100 IT professionals demonstrate that the most significant factors, influencing job satisfaction of IT professionals, are opportunities to improve professional qualification, gain new skills and knowledge, become more competitive and have free time for personal life. The significance of factors differs depending on a generation of employees, their creativity and professional tasks.

**Keywords:** IT Professionals; Job Satisfaction; Creativity; Innovativeness; Logistic Regression Analysis; Latvia

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**Задоволеність ІТ-фахівців роботою в Латвії: очікування та реальність**

**Анотація.** Роботу присвячено дослідженню факторів, що впливають на задоволеність ІТ-фахівців умовами праці в Латвії. Латвійський ринок комп'ютерних технологій розвивається швидкими темпами. Сьогодні 99,8% компаній у Латвії комп'ютеризовані, і через це залучення ІТ-фахівців, а також створення умов праці, якими вони були б задоволені, є важливим управлінським завданням.

Результати дослідження, проведеного в 2019 році серед 1100 ІТ-фахівців, показують, що найважливішими чинниками, що впливають на задоволеність ІТ-фахівців умовами праці, є можливість підвищувати свою кваліфікацію, отримувати нові знання й навички, щоб бути більш конкурентоспроможними на ринку праці, мати вільний час для особистого життя. Те, наскільки визначені фактори є важливими, залежить від приналежності фахівців до окремо взятого покоління, їхньої креативності, а також складності завдань, які виконує професіонал.

**Ключові слова:** ІТ-фахівці; задоволеність працею; креативність; інноваційність; логістичний регресійний аналіз; Латвія.

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**Удовлетворенность ИТ-специалистов работой в Латвии: ожидания и реальность**

**Аннотация.** Данное исследование посвящено изучению факторов, влияющих на удовлетворенность ИТ-специалистов работой в Латвии. Латвийский рынок компьютерных технологий развивается быстрыми темпами. На сегодняшний день 99,8% компаний в Латвии компьютеризированы, в связи с чем привлечение ИТ-специалистов, а также создание условий труда, которыми данные специалисты были бы довольны, является важной управленческой задачей.

Результаты исследования, проведенного в 2019 году среди 1100 ИТ-специалистов, показывают, что самыми важными факторами, влияющими на удовлетворенность ИТ-специалистов работой, являются возможность повышать свою профессиональную квалификацию, получать новые знания и навыки, чтобы быть более конкурентоспособными на рынке труда сферы компьютерных технологий, а также иметь в наличии большее количество свободного времени, посвящаемого личной жизни. Значимость определенных факторов меняется в зависимости от принадлежности специалистов к отдельно взятому поколению, их креативности и сложности задач, выполняемых профессионалами.

**Ключевые слова:** ИТ-профессионалы; удовлетворенность трудом; креативность; инновационность; логистический регрессионный анализ; Латвия.

## 1. Introduction

Human resource is one of the most significant factors of economic success of the business organization and the only one sustainable competitive advantage of the organization (Agnihotri, 2012). In the contemporary extremely competitive environment there is a huge need of participation of employees in the organization decision making process in order to provide higher professional organizational performance. One of the indicators of the participation of organization labour force in the process is job satisfaction of the employees (Rowan, 2008).

Job satisfaction is determined as to what extent employees do like or do not like their job and to what extent their expectations of the working process were fulfilled. Understanding of what influences job satisfaction plays crucial part for the success of the organization and during a long period is one of the significant topics in research in the field of management (Bellary et al., 2015).

There are several approaches to determine and understand what job satisfaction means. Job satisfaction can be determined as a common impression of the employee from the work he does and to various aspects of his job (Ivancevich & Matteson, 2002; Spector, 1997). Various factors, such as quality of relationships with the management, quality of the physical environment at the working place, the level of independence in performing working tasks, can influence job satisfaction of the employee. These definitions assume that job satisfaction takes into account feelings, convictions and behaviour of the employee (Hulin & Judge, 2003; Spector, 1997).

Another definition of job satisfaction can be seen as a fact that job satisfaction is connected with career success, higher labour productivity and personal wellbeing (Locke, 1976; Kalleberg, 1977). In such a way, job satisfaction assumes performing a job, which gives satisfaction, and is performed at a good level with good quality and decent reward.

Job satisfaction also assumes enthusiasm and happiness from the job employee is doing. Harvard professional group (1998) foresees job satisfaction as a key source, which leads to acknowledgement, income, job promotion and achievement of other goals, which lead to common life satisfaction. Job satisfaction is significant not only because of the fact that it increases labour productivity, but because it also increases the quality of life of the employees.

Many employees spend significant time at their working places and job dissatisfaction leads to life dissatisfaction in general. Researchers determine several factors which are significant for the employee in terms of job satisfaction. They can be listed as follows:

- 1) attention of the management of the business organization to personal trouble of the employees;
- 2) perception of to which extent the rewards they get is fair to the job they perform;
- 3) achievement;
- 4) feedback;
- 5) complexity of the job and variety of tasks employees perform;
- 6) control over the working process;
- 7) organizational support (Dean, 2011).

All the approaches to understanding of what job satisfaction is indicate that this definition is multidimensional and is comprised of objective and subjective factors, which change depending on the type of work the employee is performing, his/her position in the labour market and his/her belongingness to a certain generation.

An employee with a high level of job satisfaction has, as a rule, a positive attitude to his/her work while the one who is dissatisfied has a negative attitude (Robbins, 1993). To research the

phenomenon of job satisfaction, it is significant to understand complex and interconnected aspects of (Spector, 1997). Job satisfaction is considered to be any type of work and any part of it, which gives the feeling of job satisfaction or dissatisfaction to the employee if understood as job satisfaction aspect (Spector, 1997). Such understanding can be useful for business organizations which want to determine aspects of retaining the employees and aspects where improvement is possible and needed (Saari & Judge, 2004; Westlund & Hannon, 2008).

Job satisfaction is a result of the employee's perception and evaluation of his/her job under the influence of his/her unique needs, values and expectations (Sempene et al., 2002).

In such a way, job satisfaction is a synergy of favourable and unfavourable attitudes, caused by jobs. Employees get satisfaction from their work if they like and enjoy the working process. As a rule, employees have positive attitudes to the organization, where they are currently employed and do not plan to change their working place. It is hard to determine the exact factor, which guarantees job satisfaction of the employee. In fact, various factors influence job satisfaction of the employee: the salary, the type of work the employee performs, the level of authority this employee has in a working team, the job industry, an opportunity to get promotion, interpersonal relationships with colleagues, working conditions etc.

In the age of technological development, the rise of the IT industry constantly increases. The value of the ICT sector is estimated as USD 3.112 billion, and growth rates are significantly higher than the average world economy growth rates: +4.3% in 2017 (World Bank, 2018).

Being part of the global economy, Latvia follows the same patterns of the IT sector growth as other countries. According to the Central Statistical Bureau, in 2018, 99.8% of Latvian companies were computerized; 99.6% of them had Internet connection, and 63% had their websites (Central Statistical Bureau of Latvia, 2019). IT professionals are more flexible in terms of looking for a job in labour markets all over the world. They have opportunities of getting remote jobs, which allows them to benefit from proposals from abroad, as there is a huge need for qualified IT employees in the contemporary business environment (IT Outsourcing Review, 2017; Druķe, 2018; Clutch, 2019). For business organizations, it is significant to employ well-qualified, flexible and creative IT professionals in order to optimize their processes, develop and remain competitive (LIAA, 2019).

**2. The purpose** of the research is to determine what factors create job satisfaction of IT professionals, which expectations Latvian IT professionals have from their job and which opportunities Latvian labour market gives to them in their perception.

### 3. Brief Literature Review

In research papers dedicated to job satisfaction of employees, special place is taken by projects aimed at researching the connection between job satisfaction and job content. In the paper published in 2015, Wei and Yi (2015) developed a model to research the interconnection between job satisfaction of employees and the way employees use information computer technologies. The research based on the online survey of 229 employees, who were users of information technologies, demonstrated that such ability has a positive impact on job satisfaction among employees. In addition, the results confirm an indirect positive impact of studying IT on job satisfaction. This is due to the fact that learning process has improved, which increases the level of qualification of employees and leads to the improvement of labour conditions and new career opportunities.

A research conducted both in EU and Latvia demonstrates that job satisfaction of employees is impacted by gender (males are more satisfied with their jobs), location (people from big cities are less satisfied with their jobs than those who live in smaller cities) (Bucheli et al., 2010). The level of education of employees is another significant factor. Also, employees with higher educational status change their working place more often (Ozolins-Ozola & Gaile-Sarkane, 2017).

One more research, which demonstrates the impact of the opportunity to improve professional skills on job satisfaction, was made by Latif et al. (2013). That research demonstrates that the training employees receive promotes reaching job satisfaction. It has been discovered that various aspects of common job satisfaction have a positive connection with the learning process, which leads to significant interconnection between general satisfaction with the learning process and employees' professional development. The research determines a vital component for job satisfaction among employees, which is based on the learning process and information exchange. The research underlined the necessity of focusing on the increase of employee potential, on their professional development in order to gain job satisfaction and creation of competitive advantage of the organization.

Using quantitative research methodology, Manistitya and Fongsuwan (2015) determined how management of human resources, job satisfaction and dedication of employees impact turnover of employees. The survey of 220 employees in the field of IT in Bangkok showed that if the organization has good systems and employee management policy, this leads to job satisfaction of IT professionals, their dedication to their organization and their loyalty. All the above conditions help to minimize the turnover of employees and retain them in the organization they work for.

Similar research was done by Costen and Salazar (2011). They demonstrated a connection between job satisfaction of employees and their intention to stay in the organization they work for. The research was focused on the impact of improving human resource on various indicators of the organization's work. In their research, the authors studied the relationship between the learning process of employees, their professional development, their job satisfaction, their loyalty to the organization and their intention to stay in the organization. The results show that the employees, who consider that they have opportunities to develop new skills, are more satisfied with their job, more loyal to the organization and more intended to stay in this organization than all the others.

Susanty and Miradipta (2013) also performed significant research. The aim of the research was to find out how job satisfaction is connected with actions that organizations undertake to change working conditions. The results of his research showed that positive emotions that appeared because of working conditions were not significant in terms of job satisfaction. The job will not definitely bring satisfaction even when the physical conditions are good. It is more significant for employees to understand that they are an important part of the organization and have certain impact on the working process in order to gain job satisfaction.

Research among Russian software engineers, who were working offshore, demonstrated that the professional position has an impact on job satisfaction of IT specialists. Professionals, working with technical administration are less motivated in project success and, as a result, are less satisfied with the results. Therefore, labour productivity of such employees is lower (Šteinberga & Šmite, 2013).

Dizgah, Chegini and Bisokhan (2012) research the connection between job satisfaction and labour productivity. The results of the research demonstrate that there is a significant connection between job satisfaction and innovation job results. This means that there is direct and inverse relationship between job satisfaction and labour productivity. Not only job satisfaction increases labour productivity but also productive work increases job satisfaction of the employee.

In his research, Emami (2012) studied the link between job satisfaction and responsibilities of employees of a lower level in an organization. Job satisfaction and involvement in this job were used as independent variables in this research while job duties were used as dependent variables. The data was collected using the survey of random sampling of 100 employees of the lower level. The results demonstrate that despite job satisfaction and involvement are tightly connected with job duties, job satisfaction causes higher share of differences than involvement does. Therefore, the paper recommends managers to do everything possible to increase job satisfaction among employees of lower positions, as well as among middle and top-level employees who, as a rule, have a higher job satisfaction level.

A number of research papers confirm that salary, effectiveness at work, work control and relations with colleagues are the most important factors, which promote job satisfaction among employees (Lumley et al., 2011; Parvin & Kabir, 2011). A correlation and regression analysis identified a number of significant interconnections between job satisfaction and independence in the working process. The more trust employees gain, the less control is required from the part of the company's management, which results in a higher level of job satisfaction. The obtained results provide new insights, which can be used to improve organization methods aimed at retaining valuable employees in the IT field.

The study of connections between employees' job satisfaction and company values is another significant topic in researching job satisfaction. A comparative research of job satisfaction between the USA and Germany based employees demonstrates that in organizations, whose management is based on respect, trust and company loyalty, job satisfaction is higher. In general, German employees showed a higher level of job satisfaction if compared to those from the USA. That research showed that success of the company depends on job satisfaction of the employees in most cases (Brenninger, 2015).

The analysis of the research papers dedicated to studying the phenomenon of job satisfaction, has demonstrated that there are certain gaps (Saari & Judge, 2004). There are gaps between work

practices with employees and academic researchers in terms of the interrelationship between employees and job satisfaction. The reasons why relations among colleagues are poorly researched are correlated with the ways of influence on these relations and the fact to which extent relationships between colleagues are significant in order to achieve job satisfaction.

Based on the results of the performed researches, it is possible to formulate several hypotheses which explain how job satisfaction of IT professionals in Latvia is connected with the conditions and characteristics of their work.

**H1:** The most significant factor impacting job satisfaction of IT professionals is the opportunity to increase their professional qualification.

The IT branch is developing fast. It is a continuous process. Therefore, the only way to keep professionals competitive is to increase their qualifications.

**H2:** Factors impacting job satisfaction of IT professionals differ depending on the generation this professional belongs to.

Employees aged up to 30 years old value freedom and independence at work more, the middle-aged generation (from 30 to 45 years old) are more oriented towards improving professional qualification and stable position in the organization and the generation older than 45 years old is focused on comfortable labour conditions.

**H3:** In contemporary Latvia, IT professionals are able to find the job which corresponds with their expectations. Therefore, expectations of IT professionals do not contradict the reality.

The ICT market in Latvia is well developed and management in contemporary business organizations understands the requirements of their employees and candidates to working conditions.

#### 4. Data and Methodology

Empirical research data was collected with the help of an online survey of IT professionals who are occupied in the Latvian ICT market. The sample size used for analysis is 1,100 respondents (measurement error 2.8%), with 27% of females and 73% of males. The biggest age group is represented by respondents aged 35-45 (35%). The age group 25-35 and the oldest one, which is 45+, are represented equally by a sample of 30% each, while IT professionals aged 17-25 make 5% of the sample, which is explained by the targeting working IT professionals and the current job connected with IT. Therefore, the youngest group is in minority because a lot of its representatives are getting higher education and can work only part time mostly at work, not connected with their specialization.

Almost 70% of the respondents live in Riga, the capital city. The rest 30% live in other cities of Latvia. 48% of the respondents are employed in Latvian companies, 44% - in international companies and 6% - in Latvian companies which have branches in other countries.

It should be mentioned that IT professionals in Latvia are highly loyal to the business organizations in which they are currently employed. 72% of the respondents gave a negative answer to the question regarding change of their working place in the nearest future. And only 16% are considering change of working place at the moment.

During the survey, the respondents were asked to answer the question: «Which factors are the most significant to you to like the job you are doing, for the job to be closer to your «dream job» (not depending on which job you currently have)?». The respondents could choose three factors, the most significant of which came first. After that the respondents marked less significant factors. Finally, the respondents marked factors relevant to their current place of work.

The collected data were analyzed with the help of a frequency analysis, test chi-square (in order to check the hypothesis about generation differences) and logistic regression, which was used to demonstrate on which conditions the choice of the definite factor influencing job satisfaction depends.

The variables, which mark the choice of the definite factor as the most significant one for job satisfaction, were used as a dependent variable in the logistic regression. As independent variables we used the demographic variables (age and gender), professional responsibilities, creativity (amount of new ideas and developments) and satisfaction with material condition.

#### 5. Results

The distribution of the answers to the question: «Here is the list of six factors. Please chose one factor, which is most significant to you for you to enjoy your job, talking about your dream job» is demonstrated in Figure 1. The results of the analysis show that for the IT professionals in Latvia it

is equally significant to have a job which leaves them enough time for personal life, and to have an opportunity to improve professional qualification (the difference in data is less than the measurement error). In such a way the H1 about the significance of increasing professional qualification of IT professionals is confirmed. The same results were received in the research projects done in other countries. However, previous research results did not analyze or demonstrate the significance of having spare time to increase the level of job satisfaction.

The second place among the most significant factors, which impact job satisfaction, takes the opportunity of realization of skills and knowledge along with the opportunity of having freedom of how to perform the work (the difference in data is also less than the measurement error).

Using Figure 2, it is possible to observe the choice that the respondents made while being asked about the second significant factor impacting their job satisfaction. It is possible to notice that the opportunity of improving professional qualification takes the leading position in the list. Other factors (despite the value of spare time) have equal value. In such a way, it is possible to confirm with certainty that for IT professionals in Latvia the opportunity to improve professional qualification is the most significant factor when choosing the job. If this condition is fulfilled, the opportunity for professional realization, the freedom of choice of how to perform the work, the opportunity for professional realization, the working conditions and interesting content are equally significant. If this condition is not fulfilled, other conditions become of little importance.

Studying the least significant factors (Figure 3), it is possible to notice that IT professionals are likely to sacrifice an opportunity of doing complex work and having good physical working conditions. They are ready to refuse from the opportunity of improving their professional qualification and opportunity of professional realization. Without fulfillment of such conditions, the career of IT professionals is hardly possible.

Figure 4 shows factors which characterize the IT professional's current working place. In this regard, 26% of the respondents admit that their jobs leave them time for personal life; 30% have jobs



Figure 1:

**Rating of the most significant factors for enjoying the job among the IT professionals in Latvia**

Source: Compiled by the authors



Figure 2:

**Rating of less significant factors for enjoying the job among the IT professionals in Latvia**

Source: Compiled by the authors

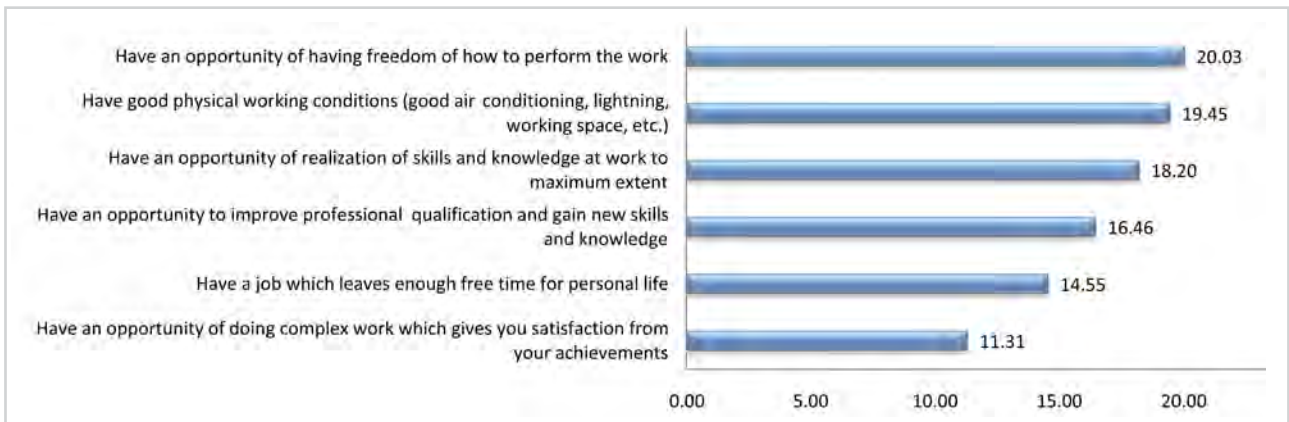


Figure 3:  
**Rating of the least significant factors for enjoying the job among the IT professionals in Latvia**  
 Source: Compiled by the authors

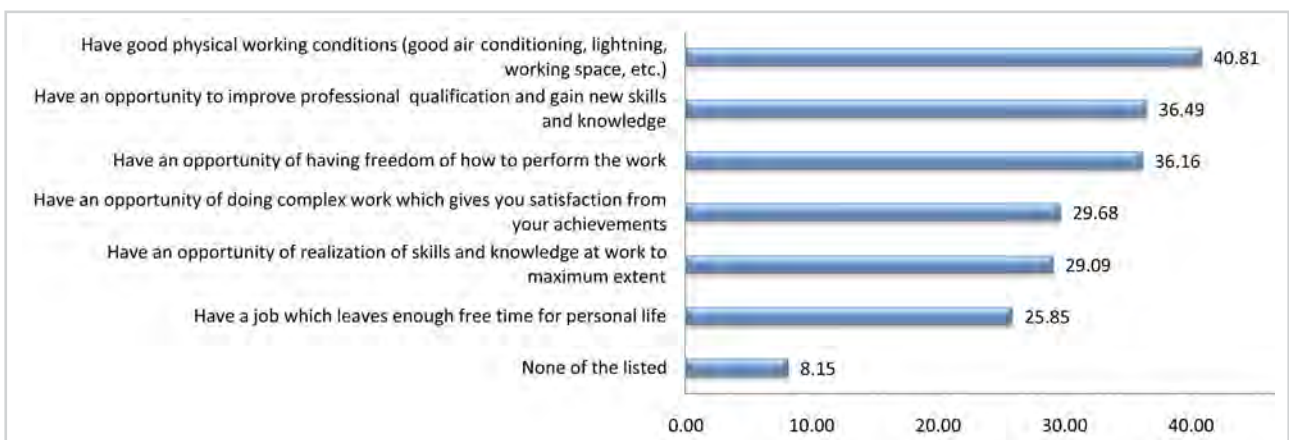


Figure 4:  
**Factors which characterize current working place of the IT professionals in Latvia**  
 Source: Compiled by the authors

which allow them to realize their skills and knowledge and gives them satisfaction from their achievements. More than 36% of the respondents have jobs which give them an opportunity to improve their qualification and give them freedom to decide how to do their job. More than 40% have good conditions at work. Only 8% of the respondents marked that their working place absolutely does not correspond with their expectations, mentioning factors which are significant for job satisfaction.

In such a way, absolute majority of IT professionals in Latvia have opportunity to find jobs which corresponds with at least one of the factors impacting job satisfaction. The results confirm H3, indicating that the Latvian IT market gives professionals an opportunity to have jobs that suit their requirements.

The chi-square test (Table 1) has shown the differences in the significance of factors which influence job satisfaction for employees who belong to different generations. The significance of chi-square is 0.007.

An opportunity to improve professional qualification is the most significant factor for IT professionals aged up to 30 years old. More than 30% of those who represent this age group mentioned this factor as the first most significant factor for their jobs that gives them satisfaction. The least significant factors for this age group are good physical conditions and satisfaction from their own achievements.

For the middle-aged generation (from 30 to 45 years old) there are two significant factors, equally impacting their job satisfaction. They are an opportunity to have enough time for personal life and an opportunity to improve professional qualification. On the second place it is possible to position two equal factors: an opportunity to have freedom in deciding on how to do the job and an opportunity for self-realization. It should be mentioned that the opportunity to have freedom in deciding on how to do the job of how to do the job has a weak impact on job satisfaction for those who represent the youngest generation.

Table 1:  
**Differences of significance of factors, influencing job satisfaction of different age groups of IT professionals in Latvia**

Factors	Up to 30 years old	From 30 to 45 years old	Older than 45 years
Have an opportunity of doing complex work which gives you satisfaction from your achievements	9.52%	13.28%	15.89%
Have an opportunity to improve professional qualification and gain new skills and knowledge	31.17%	22.54%	17.22%
Have good physical working conditions (good air conditioning, lightning, working space, etc.)	5.63%	7.31%	6.62%
Have an opportunity of having freedom of how to perform the work	9.52%	17.31%	16.23%
Have an opportunity of realization of skills and knowledge at work to maximum extent	18.61%	16.72%	19.21%
Have a job which leaves enough free time for personal life	25.54%	22.84%	24.83%

Source: Compiled by the authors

For the older generation (older than 45 years old) of professional realization becomes more significant (compared to those who represent younger and middle-aged generations). The significance of getting satisfaction from own professional achievements also becomes important, which is not common for younger generation.

Consequently, H2, stating that IT professionals in Latvia is a professional group with generational differences in their attitude to work and their expectations from their job, is confirmed.

The results of the logistic regression analysis below allows observing which factors influence the choice of working place for IT professionals in Latvia. Table 2 demonstrates the results of six regression models, where factors impacting job satisfaction are independent variables. This is a binary variable, where 1 means that this factor is present in the respondents' jobs. The independent variables in every model are the following: age, gender, professional direction (1 - technical job: servicing hardware, checking and correcting errors; 2 - creative job: process optimization and development of new approaches; 3 - new products: programs, codes and algorithms); creativity (1 - employees, who do not create new products; 2 - employees who made less than 10 creative suggestion during last year; 3 - employees who made 10 or more than 10 creative suggestions during the previous year). The variable is coded in a scale from 1 to 10, where 1 means «completely dissatisfied» and 10 means «completely satisfied».

The results of the logistic regression analysis demonstrate that the job, which assumes complex tasks and gives an opportunity to gain satisfaction from professional achievement (Model 1), is attractive for

Table 2:  
**Logistic regression models**

	<b>Model 1.</b> Have an opportunity of doing complex work which gives you satisfaction from your achievements	<b>Model 2.</b> Have an opportunity to improve professional qualification and gain new skills	<b>Model 3.</b> Have good physical working conditions (good air conditioning, lightning, working space, etc.)	<b>Model 4.</b> Have an opportunity of having freedom of how to perform the work	<b>Model 5.</b> Have an opportunity of realization of skills and knowledge at work to maximum extent	<b>Model 6.</b> Have a job which gives enough free time for personal life
Constanta	-1.25*** (0.59)	-0.16 (0.20)	1.11*** (0.53)	0.27 (0.52)	-0.87 (0.55)	0.58 (0.56)
Age	0.01 (0.01)	-0.01 (0.01)	-0.02*** (0.1)	0.01 (0.01)	0.01*** (0.01)	-0.01 (0.01)
Gender	-0.53 (0.56)	-0.02 (0.5)	0.17 (0.19)	-0.16 (0.15)	0.17 (0.15)	0.01 (0.16)
Profession	-0.25 (0.15)	0.21 (0.13)	-0.31*** (0.15)	-0.56*** (0.14)	0.75 (0.48)	-0.39*** (0.17)
Creativity	0.85*** (0.42)	0.18 (0.38)	-0.16 (0.35)	-0.65 (0.36)	-0.42 (0.36)	-1.26*** (0.37)
Financial state	0.68*** (0.42)	-1.08*** (0.16)	-0.68*** (0.31)	0.07 (0.47)	0.43 (0.45)	0.40 (0.45)

Note: \*\*\* -  $p$ -value < 0.05

Source: Compiled by the authors



IT professionals with a high level of creativity, especially those who make more than 10 creative proposals a year and for the professionals who are satisfied with their financial state. All IT professionals in Latvia try to choose jobs which give opportunities to improve professional qualification (Model 2). That is why there are practically no independent variables in this model which are significant. However, to a great extent, this strategy is effective for employees, who are not satisfied with their financial state. Obviously, they perceive qualification improvement as a step to increasing their income.

Good labour conditions, as demonstrated in Model 3, are significant mostly for younger employees, who work with service tasks and are not satisfied with their material rewards. IT professionals, who are not occupied with creating new programs and products, are mostly focused on the opportunity of having freedom of how to perform the work (Model 4).

According to Model 5, the opportunity to realize own professional skills is familiar to most of the IT professionals in Latvia, and the older professional is, the more significant this factor becomes. The job which gives an opportunity to have free time for personal life (Model 6), attracts less creative employees whose professional tasks are more connected with technical service and testing of already created products, but not with the creation of new ones.

## 6. Conclusions

Previous research papers connected with job satisfaction confirm that the more the employer focuses on professional development of the personnel, the higher job satisfaction is (Latif et al., 2004). This research has shown that it is highly significant for IT professionals in Latvia to have an opportunity to improve professional qualification, which not only determines job satisfaction but also impacts the job choice itself. In the ICT market, the opportunity to improve professional qualification is the most logic way of making a good career and getting a higher salary. Therefore, this condition is significant for employees of various branches, especially for those who are dissatisfied with material rewards and want to improve the situation.

The research by Susanty and Miradipta (2013) demonstrated that good working conditions have a weak connection with job satisfaction. The results of this research show that, on one hand, good physical working conditions are not a significant factor of job satisfaction. On the other hand, most of the respondents emphasized that their working place already corresponds with all their requirements to appropriate working conditions. Therefore, working conditions are not significant for Latvian IT professionals as they are already satisfied with them.

The innovative character of work, creativity, independence, involvement in the process and trust from the management side are significant for IT professionals. These results confirm the results of the previous researches (Dizgah et al., 2012; Emami, 2012; Lumley et al., 2011; Parvin & Kabir, 2011). It should be mentioned that other research papers underline that job satisfaction is impacted by the type of job which the employee performs and not by the type of contract (Wilczyńska et al., 2014). This research confirms such results indirectly.

An unexpected result of the research is that one of the factors in the top list for Latvian IT professionals is an opportunity to have enough free time for personal life. Surveys done in other countries did not discover the value of personal life for such type of employees. This confirms that the Latvian labour market becomes more civilized, people long for consistency and forecasting their life, which is a trait of economically developed countries.

Additionally, the research has determined significant generational differences among IT professionals. These differences need to be taken into account for effective management. Professional realization is significant for the older generation. Freedom on how to perform the job is significant for the middle-aged generation, An opportunity to study is significant for the younger generation.

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